



National Defense Center for Energy and Environment



### DoD Executive Agent

Office of the  
Assistant Secretary  
of the Army  
(Installations and  
Environment)

# Extending Installation Sustainability Beyond the Fenceline

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**Technology Transition – Supporting DoD Readiness, Sustainability, and the Warfighter**

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# Extending Installation Sustainability Beyond the Fenceline



- Sustainability requires more than *outreach*
- Significant challenges involved
- **Case studies provide insight**



# Sustainability Drivers

<b>Systems Thinking</b>	Multiple scales; address the problem at the appropriate scale, recognize the linkages
<b>Natural Resource Scarcities</b>	Water supply, water quality, air quality, land, habitat
<b>Encroachment</b>	Compatible land use, threatened & endangered species, safety zones, noise and smoke buffers
<b>Economies of Scale</b>	Drive the market; often markets do not yet exist
<b>Triple Bottom Line Plus</b>	Mission, environment, and community + economics

# Where Does Your Installation Fit?

## Public Outreach, Information Exchange

- Lessons learned
- Trying not to “reinvent the wheel” – efficiency and effectiveness

## Coordination

- Individuals or groups moving in concert in a situation where no party has the power to command the behavior of others

## Collaboration

- The pooling of tangible resources, e.g., information, money, labor, etc.
- Involves two or more stakeholders
- To solve a set of problems which no one stakeholder can solve individually

Source: Wondolleck & Yaffee, 2000

# Existing Initiatives

## Conference

Fort Carson

Fort Benning



## Nonprofit/Group

Fort Bragg

San Diego Regional Partnership

## Memorandum of Understanding

Fort Hood



## Joint Collaboration

Hawaii

Mojave



SERPPAS

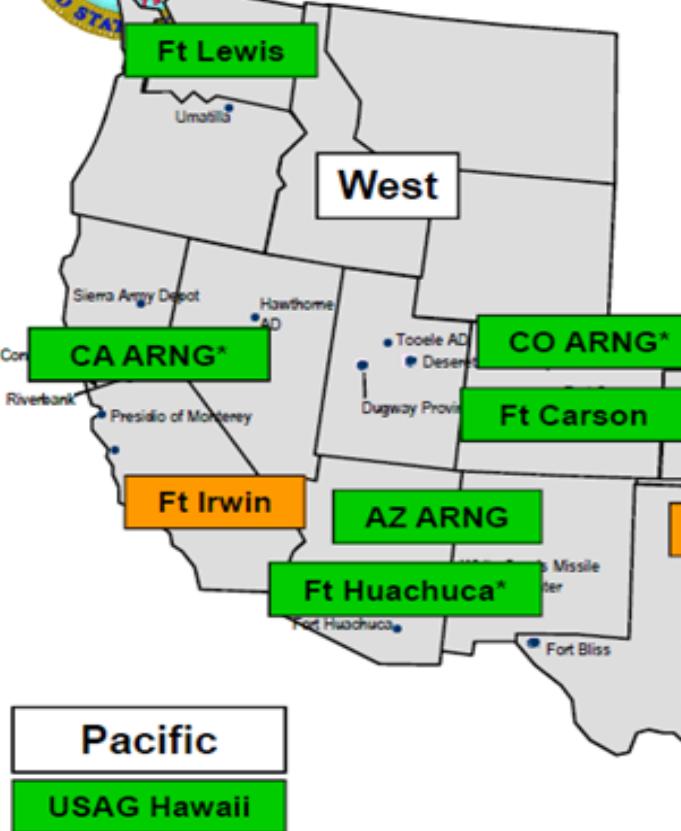
Western Regional Partnership





# Installation Sustainability Planning

as of Dec 09



Pacific
USAG Hawaii
Ft Greely
USAG Japan
Ft Wainwright



\* Integrated in Strategic Plan

# Critical Decision Factors

- The nature of the issues
- Maturity of the sustainability program
- Level of external engagement
- Internal and external leadership support
- Relationship with existing community-, regional-, state-, and federal-level organizations
- “Joint” efforts

# Nature of Issues

- Cannot be solved 'inside the fence'
  - Water supply
  - Endangered species, habitat
  - Encroachment
  - Solid waste disposal
  - Air quality
- Economies of Scale
  - Urban farming
  - Transportation alternatives



# Maturity of the Sustainability Program

- Focus of internal implementation strategies
- Availability of resources
- Internal leadership support
  - Does the installation understand the collaboration that is necessary and have the resources to make a commitment?
  - Is the installation ready to commit to stakeholder goals?

# Level of External Engagement

- Level of awareness of community stakeholders
- External leadership support
- Relationship with existing community-, regional-, state-, and federal-level organizations



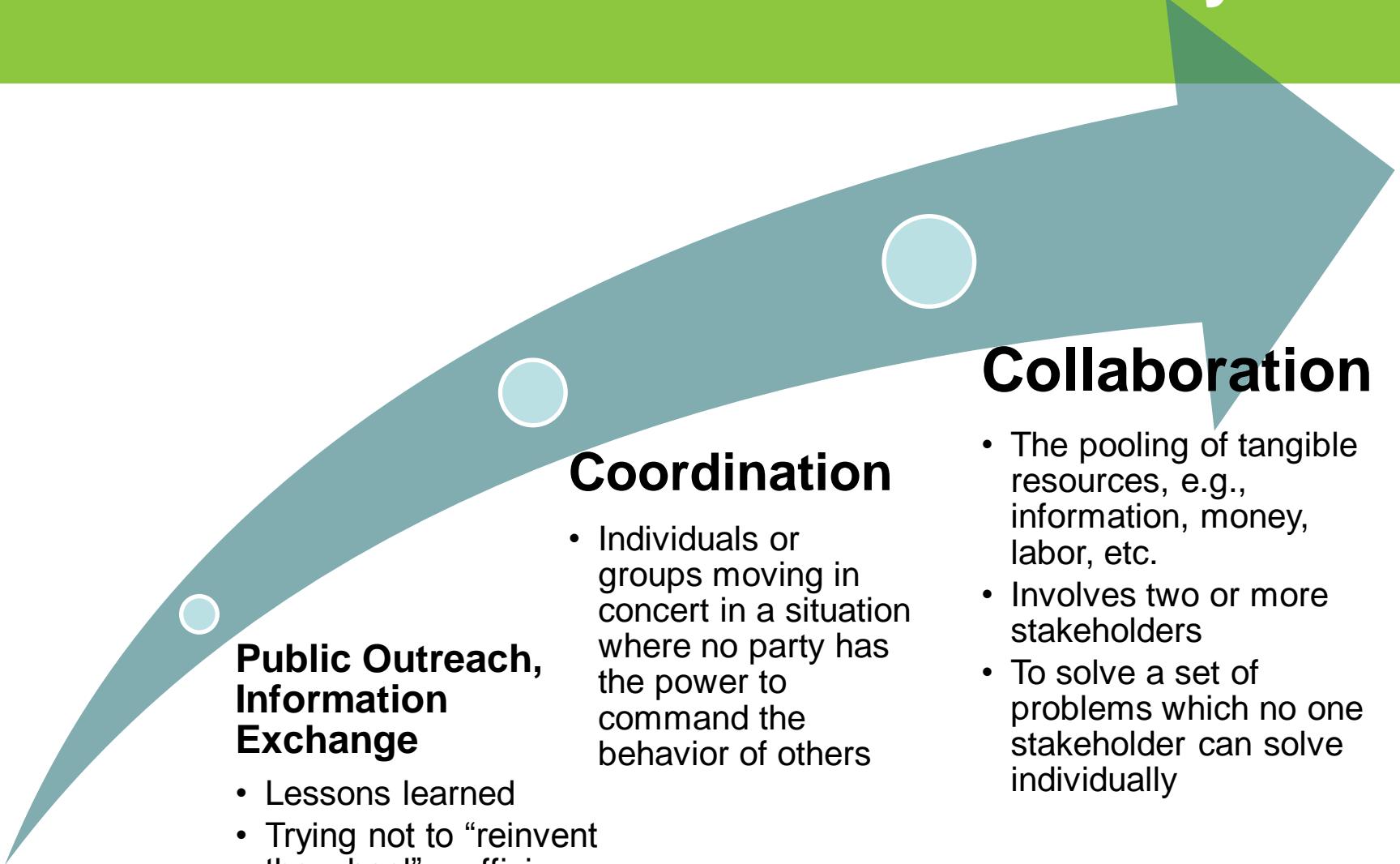
# “Joint” Efforts

- Strong relationships should already exist
- Sustainability issues will test proximity
  - Hawaii: for most issues, installations are proximate
  - Mojave: for some issues, installations are proximate
  - State-wide may be too large
  - Must start with understanding of key sustainability issues

# Conclusions

- Some sustainability issues are nearly impossible to address without external stakeholders
- Decision for when your installation is ready is complex
- External collaboration is daunting, but the payoff (particularly over the long term) is very high
- Regional Environmental Coordinators and Office of the Secretary of Defense are knowledgeable, willing to help
- Not yet institutionalized
- Persistence and patience

# When Will Your Installation be Ready?



## Public Outreach, Information Exchange

- Lessons learned
- Trying not to “reinvent the wheel” – efficiency and effectiveness

## Coordination

- Individuals or groups moving in concert in a situation where no party has the power to command the behavior of others

## Collaboration

- The pooling of tangible resources, e.g., information, money, labor, etc.
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